

**ADOPTED 2005 BUDGET****DEPT:** ZOOLOGICAL DEPARTMENT**UNIT NO.** 9500**FUND:** General - 0001**OPERATING AUTHORITY & PURPOSE**

The Zoological Department is charged with the general management of the Zoo facility. Included are business operations, management of the animal collection, maintenance of buildings and grounds, visitor services, education, planning/oversight of construction related to the capital master plan and marketing of the Zoo.

The Zoo originally opened in the 1890s as an animal and bird display in Washington Park. It was

acquired by the County in 1937 and operated under the Park Commission until 1981 when it became an independent department. The Zoo moved to its present 200-acre site in 1960. The Zoo's animal collection and exhibits are acquired with the assistance of private funding. There are presently 16 animal groupings at the Zoo, including the Reptile and Aquarium group, Australian group, Asiatic group and the Heritage Farm.

<b>BUDGET SUMMARY</b>				
<b>Account Summary</b>	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 7,705,357	\$ 7,574,819	\$ 7,691,125	\$ 116,306
Employee Fringe Benefits (EFB)	2,146,970	3,146,535	3,241,311	94,776
Services	4,358,094	4,816,884	4,781,506	(35,378)
Commodities	2,525,820	2,948,877	2,959,878	11,001
Other Charges	0	186,308	0	(186,308)
Debt & Depreciation	0	0	0	0
Capital Outlay	171,857	105,757	221,878	116,121
County Service Charges	1,726,951	1,887,910	1,971,871	83,961
Abatements	(857,880)	(961,117)	(1,076,002)	(114,885)
<b>Total Expenditures</b>	<b>\$ 17,777,169</b>	<b>\$ 19,705,973</b>	<b>\$ 19,791,567</b>	<b>\$ 85,594</b>
<b>Total Direct Revenue</b>	<b>\$ 12,528,688</b>	<b>\$ 14,766,310</b>	<b>\$ 14,384,000</b>	<b>\$ (382,310)</b>
<b>Direct Property Tax Levy</b>	<b>\$ 5,248,481</b>	<b>\$ 4,939,663</b>	<b>\$ 5,407,567</b>	<b>\$ 467,904</b>

<b>ADDITIONAL COSTS NOT INCLUDED IN TAX LEVY*</b>				
<b>Account Summary</b>	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Central Service Allocation	\$ 519,681	\$ 527,014	\$ 604,206	\$ 77,192
Courthouse Space Rental	0	0	0	0
Document Services	25,192	13,260	17,598	4,338
Tech Support & Infrastructure	125,912	154,388	183,522	29,134
Distribution Services	0	1	0	(1)
Telecommunications	68,024	36,645	24,285	(12,360)
Records Center	26	27	26	(1)
Radio	763	667	694	27
Personal Computer Charges	38,699	53,237	61,836	8,599
Applications Charges	79,583	145,878	183,835	37,957
<b>Total Charges</b>	<b>\$ 857,880</b>	<b>\$ 931,117</b>	<b>\$ 1,076,002</b>	<b>\$ 144,885</b>
Principal and Interest	0	2,527,239	0	(2,527,239)
<b>Direct Property Tax Levy</b>	<b>\$ 5,248,481</b>	<b>\$ 4,939,663</b>	<b>\$ 5,407,567</b>	<b>\$ 467,904</b>
<b>Total Property Tax Levy</b>	<b>\$ 6,106,361</b>	<b>\$ 8,398,019</b>	<b>\$ 6,483,569</b>	<b>\$ (1,914,450)</b>

\* These costs are included in other departmental and non-departmental budgets. They are reflected here to show the "total" amount of tax levy support for this Department.

**ADOPTED 2005 BUDGET****DEPT:** ZOOLOGICAL DEPARTMENT**UNIT NO.** 9500**FUND:** General - 0001

<b>PERSONNEL SUMMARY</b>				
	2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Personal Services (w/o EFB)	\$ 7,705,357	\$ 7,574,819	\$ 7,691,125	\$ 116,306
Employee Fringe Benefits (EFB)	\$ 2,146,970	\$ 3,146,535	\$ 3,241,311	\$ 94,776
Position Equivalent (Funded)*	263.1	257.1	250.4	(6.7)
% of Gross Wages Funded	92.0	97.0	95.9	(1.1)
Overtime (Dollars)**	\$ 338,506	\$ 381,000	\$ 381,000	\$ 0
Overtime (Equivalent to Positions)	12.2	13.4	13.4	0.0

\* For 2003, the Position Equivalent is the budgeted amount.

\*\* Delineated for information. (Also included in personal services.)

<b>PERSONNEL CHANGES</b>				
Job Title/Classification	Action	Number of Positions/ Total FTE	Division	Cost of Positions (Excluding Fringe Benefits)
Clerk Typist 2	Create	1/0.5	Admin & Finance	\$ 15,506
Custodial Worker 2	Abolish	2/2.0	Operations	(58,704)
Zoo Worker 1 - Seasonal	Abolish	7/6.8	Operations	(93,714)
Zoo Worker 4 - Seasonal	Create	8/2.0	Operations	49,612
Zoo Worker 6 - Seasonal	Create	1/1.0	Operations	30,938
			<b>TOTAL</b>	<b>\$ (56,362)</b>

<b>ORGANIZATIONAL COST SUMMARY</b>					
DIVISION		2003 Actual	2004 Budget	2005 Budget	2004/2005 Change
Animal Management and Health	Expenditure	\$ 4,914,714	\$ 5,180,195	\$ 5,694,811	\$ 514,616
	Abatement	(7,867)	(30,000)	(586)	29,414
	Revenue	65,388	51,000	51,000	0
	Tax Levy	\$ 4,841,459	\$ 5,099,195	\$ 5,643,225	\$ 544,030
Operations	Expenditure	\$ 7,003,007	\$ 7,527,832	\$ 7,321,518	\$ (206,314)
	Abatement	(174,354)	0	(59)	(59)
	Revenue	9,188,219	9,750,000	10,355,000	605,000
	Tax Levy	\$ (2,359,566)	\$ (2,222,168)	\$ (3,033,541)	\$ (811,373)
Administration and Finance	Expenditure	\$ 4,204,921	\$ 5,218,115	\$ 5,277,847	\$ 59,732
	Abatement	(648,864)	(917,857)	(1,058,743)	(140,886)
	Revenue	590,237	1,745,810	723,810	(1,022,000)
	Tax Levy	\$ 2,965,820	\$ 2,554,448	\$ 3,495,294	\$ 940,846
Public Affairs and Services	Expenditure	\$ 2,512,407	\$ 2,740,948	\$ 2,573,393	\$ (167,555)
	Abatement	(26,795)	(13,260)	(16,614)	(3,354)
	Revenue	2,684,844	3,219,500	3,254,190	34,690
	Tax Levy	\$ (199,232)	\$ (491,812)	\$ (697,411)	\$ (205,599)

## ADOPTED 2005 BUDGET

DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500

FUND: General - 0001

### MISSION

The Milwaukee County Zoo will inspire public understanding, support and participation in global conservation of animal species and their environment by creating a unifying bond between visitors and the living earth and provide an environment for personal renewal and enjoyment for guests by:

- Contributing to world-wide animal management, conservation and research efforts;
- Fostering sound physical, psychological and social development for the animal groups in our care;
- Sharing our knowledge with the intent to reinforce the human-animal-earth bond;
- Improving the quality of our professional development, administration and operating environment;
- Striving for the financial self-sufficiency of the organization;
- Continuing the public-private partnership with the Zoological Society of Milwaukee County.

### DEPARTMENT DESCRIPTION

The Zoo's organizational structure is designed to maximize efficiency of operations, facilities, animal management and human resources. The Zoo includes four divisions: Animal Management and Health, Operations, Administration and Finance, and Public Affairs and Services. These divisions provide a work force organized to address the seasonal nature of operations, increase attendance and revenue-earning opportunities and provide optimum animal care.

The **Animal Management and Health Division** is responsible for the care and management of the extensive animal collection, which means maintaining fish, amphibians, reptiles, birds, mammals and invertebrates in good health to allow their conservation, propagation and display. This includes providing a well-balanced, nutritious diet, a preventive medicine program and routine physical exam programs for such animals as the great apes and the large cats. Specialized medical health

services such as surgery, immunology, parasite control and drug and physical therapy are also performed. The animal facilities are designed and maintained to provide the proper environment for the animals and to provide an educational and entertaining experience to the visitor.

The **Operations Division** includes business and concessions functions related to the Zoo's major revenue sources such as admissions, parking lot, two restaurants with a patio complex, three major food concession facilities and various food stands, gift, novelty and souvenir stores, a miniature train ride, a Zoomobile ride and a carousel ride. In addition, this division also provides for the maintenance, improvement and overall grooming of the grounds, which are critical to visitor satisfaction and return trade. Included in this area are mechanical and preventive maintenance programs for equipment, ventilating, air-conditioning and heating systems, and minor electrical and plumbing repairs. Also included are housekeeping and general cleaning of the entire Zoo.

The **Administration and Finance Division** support functions include cash management, financial and capital project planning and control, accounts payable and receivable, personnel and payroll, reception, switchboard, radio dispatch, other general office services and all clerical support. This division provides the Zoo with planning direction, goals for all divisions, and daily financial and administrative management oversight control.

The **Public Affairs and Services Division** is responsible for public relations, promotional activities, special events and programs, group sales and entertainment program development to increase public use, enjoyment and awareness of the Zoo facility.

This division consolidates efforts and activities of marketing, special programs such as the sea lion and raptor shows and group sales rentals into a single division for improved coordination of promotional efforts. Through news releases, interviews and other promotional activities, the Zoo attempts to attract residents of major Wisconsin and northern Illinois markets. The Zoo engages in cross-promotions with other cultural and tourist attractions to increase attendance and encourage return visitation.

## ADOPTED 2005 BUDGET

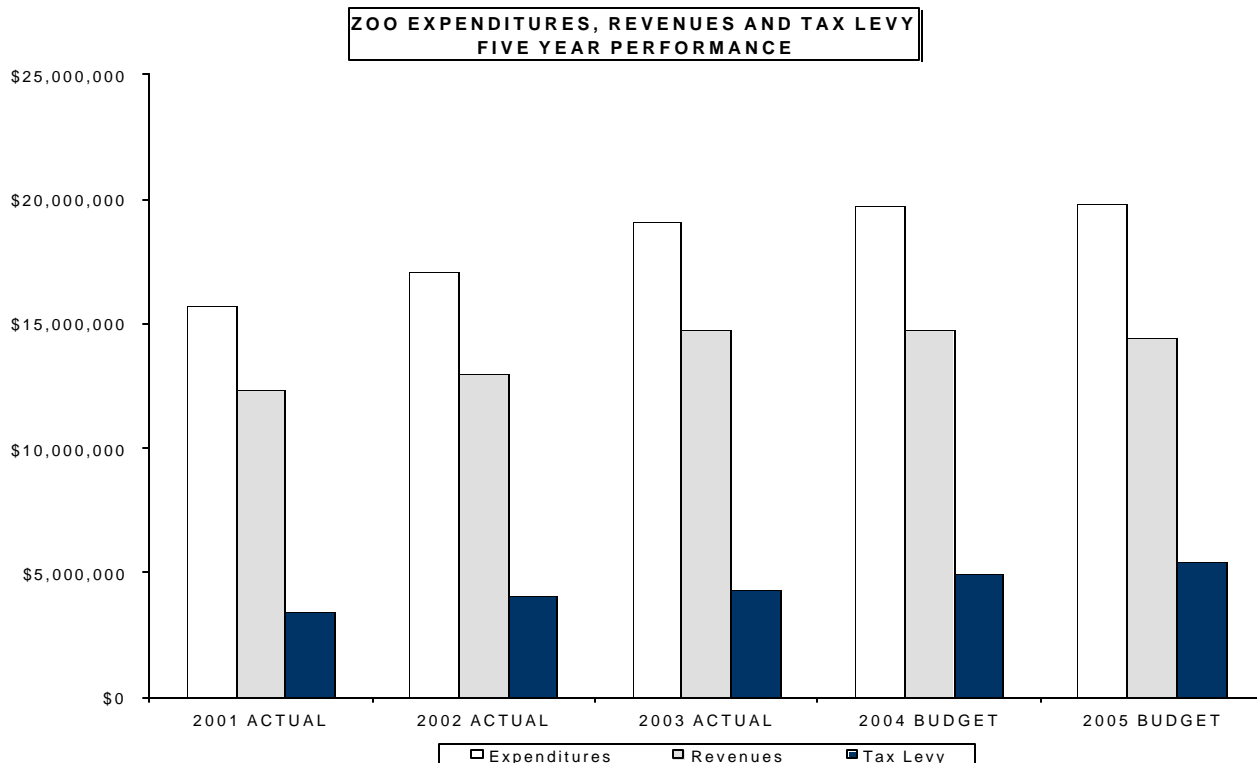
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UNIT NO. 9500

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Included among annual special events activities held at the Zoo are "Milwaukee a la Carte," Sunset Zoofaris, Halloween Spooktacular, Heritage Farm

Weekend, Egg Days, Holiday Night Lights and the Samson Stomp.



The 2002 - 2005 budgets include fringe benefits. Year 2001 has been adjusted for comparison.

### BUDGET HIGHLIGHTS

- Personal Services expenditures without fringe benefits increase by \$116,306, from \$7,574,819 to \$7,691,125. Funded positions decrease 6.7 full-time equivalents, from 257.1 to 250.4.
- A \$998,310 annual contribution from the Zoological Society is part of the 1999-2004 Five-Year Plan. In 2005, \$438,000 has been committed to the Zoo, which is a reduction of \$560,310. Consequently, the Zoo budget reflects a levy increase of that amount.
- The Zoo's Division of Public Affairs will work collaboratively with the Parks Department to share resources for marketing and advertisement. This collaboration will be facilitated and monitored by the Department of Administrative Services (DAS) – Fiscal Affairs.

Anticipated savings will be realized in the future budgets.

- In 2005, DAS-Fiscal Affairs, with the assistance of Zoo staff, will facilitate evaluation of the zoo governance structure and financial support to assist the Milwaukee County Zoo in securing long-term financial and operational security.
- Zoo attendance is expected to be at the 2004 projected level of 1,350,000 visitors. However, an increase of 14,287 free admission visitors are expected, which is a 1.1 percentage point over 2004.
- Admission fees increase in 2005 generating \$258,004 in revenue. Below is the 2005 fee schedule.

# ADOPTED 2005 BUDGET

DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500

FUND: General - 0001

	2004	2005	
	Rate	Rate	Change
Adult summer-County	\$7.50	\$8.00	\$0.50
Junior summer-County	\$4.50	\$5.00	\$0.50
Adult summer-Non-County	\$9.00	\$9.75	\$0.75
Junior summer-Non-County	\$6.00	\$6.75	\$0.75
Adult winter-County	\$6.00	\$6.50	\$0.50
Junior winter-County	\$3.00	\$3.50	\$0.50
Adult winter-Non-County	\$7.50	\$8.25	\$0.75
Junior winter-Non-County	\$4.50	\$5.25	\$0.75
Adult discount day	\$4.50	\$4.50	\$0.00
Junior discount day	\$2.00	\$2.00	\$0.00
Adult education-County	\$5.50	\$6.00	\$0.50
Junior education-County	\$2.50	\$3.00	\$0.50
Adult education-Non-County	\$7.00	\$7.75	\$0.75
Junior education-Non-County	\$4.00	\$4.75	\$0.75
Adult group-County	\$6.50	\$7.00	\$0.50
Junior group-County	\$3.50	\$4.00	\$0.50
Adult group-Non-County	\$8.00	\$8.75	\$0.75
Junior group-Non-County	\$5.00	\$5.75	\$0.75
Adult private event-County	\$4.20	\$4.50	\$0.30
Junior private event	\$2.30	\$3.75	\$1.45
Adult private event-Non-County	\$5.50	\$5.50	\$0.00
Senior summer-County	\$6.50	\$7.00	\$0.50
Senior winter-County	\$4.50	\$5.00	\$0.50
Senior summer-Non-County	\$8.00	\$8.75	\$0.75
Senior winter-Non-County	\$6.00	\$6.75	\$0.75

- The Milwaukee County Zoo will cease leasing the koalas and return them to their home zoo due to their failure to thrive in Milwaukee's climate. This will generate savings of \$30,000 from reduced need to purchase food for the departing Koalas.
- Parking fees increase \$1.00, from \$7.00 to \$8.00 for cars and from \$12.00 to \$13.00 for buses. This parking fee increase is expected to generate additional revenue of \$235,000, from \$1,650,000 to \$1,885,000. The projected parking revenue includes \$195,000 from the Zoological Society based on use of Zoo Pass Plus. Parking fees for cars have increased approximately \$1.00 every three years with the last increase in 2003. The following table lists the parking fee structure:

Parking Fees			
	2004	2005	2004/2005
	Rate	Rate	Change
Cars	\$ 7.00	\$ 8.00	\$ 1.00
Buses	\$ 12.00	\$ 13.00	\$ 1.00
Zoological Society Pass Plus	\$ 6.00	\$ 7.00	\$ 1.00

- A Sting Ray special exhibit is planned in 2005. Admission for the exhibit is \$1.00 for adults and children. This is a decrease from the \$2.50 fee for the Dinosaur Island special exhibit in 2004.
- \$15,506 Create 0.5 Clerk Typist 2  
(58,704) Abolish 2 Custodial Worker 2  
(93,714) Abolish 6.8 Zoo Worker I Seasonal  
49,612 Create 2 Zoo Worker 4 Seasonal  
30,938 Create 1 Zoo Worker 6 Seasonal  
(\$56,362) Total

A Clerk Typist 2 at .5 full-time equivalent is created to ease existing workload. Abolishment of 6.8 Zoo Worker 1 – Seasonal positions, two Custodial Worker 2 positions, along with the creation of two Zoo Worker 4 – Seasonal positions will allow flexibility in staffing during the busiest season. The Zoo Worker 6 – Seasonal position is created to provide horticultural functions such as installing and maintaining plant material in the newly renovated Feline Building that will open in 2005, and to support the landscaping needs around the new Animal Hospital and Education Center. In addition, this position will provide support for Zoo-wide horticultural activities.

- The following table identifies the net profit budgeted from novelties and concession, catering and beverage sales at \$1,330,000 and \$2,502,000. This is a decrease from 2004 of \$62,650 for novelties and \$123,000 decrease for concession, catering and beverage sales.

## ADOPTED 2005 BUDGET

DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500

FUND: General - 0001

Novelties and Concessions			
	2004	2005	2004/2005 Change
<b>Novelties</b>			
Expenditures	\$ 874,350	\$ 830,000	\$ (44,350)
Revenues	2,267,000	2,160,000	(107,000)
Net Profit	\$ 1,392,650	\$ 1,330,000	\$ (62,650)
<b>Concessions</b>			
Expenditures	\$ 1,036,000	\$ 1,057,000	\$ 21,000
Revenues	3,661,000	3,559,000	(102,000)
Net Profit	\$ 2,625,000	\$ 2,502,000	\$ (123,000)

- The Zoo will continue the following initiatives through 2005:

The flexibility to reallocate major maintenance projects and equipment purchases while remaining within the total appropriation;

Discounted admission fees of \$4.50 for adults and \$2.00 for juniors and school groups for Milwaukee County residents on Wednesdays;

The Zoo Director's authorization to discount or waive admission fees, and to provide one free admission day per month during the months of January through April, and November and December 2005.

- The 2005 Budget reflects a zero wage increase for all represented, non-represented and Executive Compensation Plan (ECP) positions. In addition, ECP positions are not provided step increases or performance awards in 2005 as allowed in County Ordinance Section 17.265 (3).
- All departments are required to operate within their expenditure appropriations and their overall budgets. Pursuant to Section 59.60(12), Wisconsin Statutes, "No payment may be authorized or made and no obligation incurred against the county unless the county has sufficient appropriations for payment. No payment may be made or obligation incurred against an appropriation unless the director first certifies that a sufficient unencumbered balance is or will be available in the appropriation to make the payment or to meet the obligation when it becomes due and payable. An obligation

incurred and an authorization of payment in violation of this subsection is void. A county officer who knowingly violates this subsection is jointly and severely liable to the county for the full amount paid. A county employee who knowingly violates this subsection may be removed for cause."

### ZOOLOGICAL SOCIETY SUPPORT

- The relationship between Milwaukee County and the Zoological Society began in 1910 when the Washington Park Zoological Society, now the Zoological Society of Milwaukee County, was organized to help raise funds for animal acquisition. The Society has functioned for many years for the purpose of aiding the County in the operation, maintenance and development of the Zoo and its animal collection. Its mission is to promote conservation, education, exhibition of animals, research and recreation through fundraising and volunteerism.
- In February, 1989, the relationship was formalized with a Memorandum of Understanding, thus forging a strong public/private partnership for the continuing support of the Milwaukee County Zoo. The Memorandum of Understanding was renewed in 1992 and again in 1997. The agreement provides office space for the Society on the Zoo grounds, including utilities, custodial and maintenance services and staff parking. To assure continued support for the Zoo, the County provides free admission for Society members throughout the term of the Memorandum of Understanding.
- The cost of the capital improvement program contained in the 1999-2004 Five-Year Plan is \$29.6 million, which will be split equally between Milwaukee County and the Zoological Society.
- For 2005 the Zoo Society support will decrease by \$560,310.

# ADOPTED 2005 BUDGET

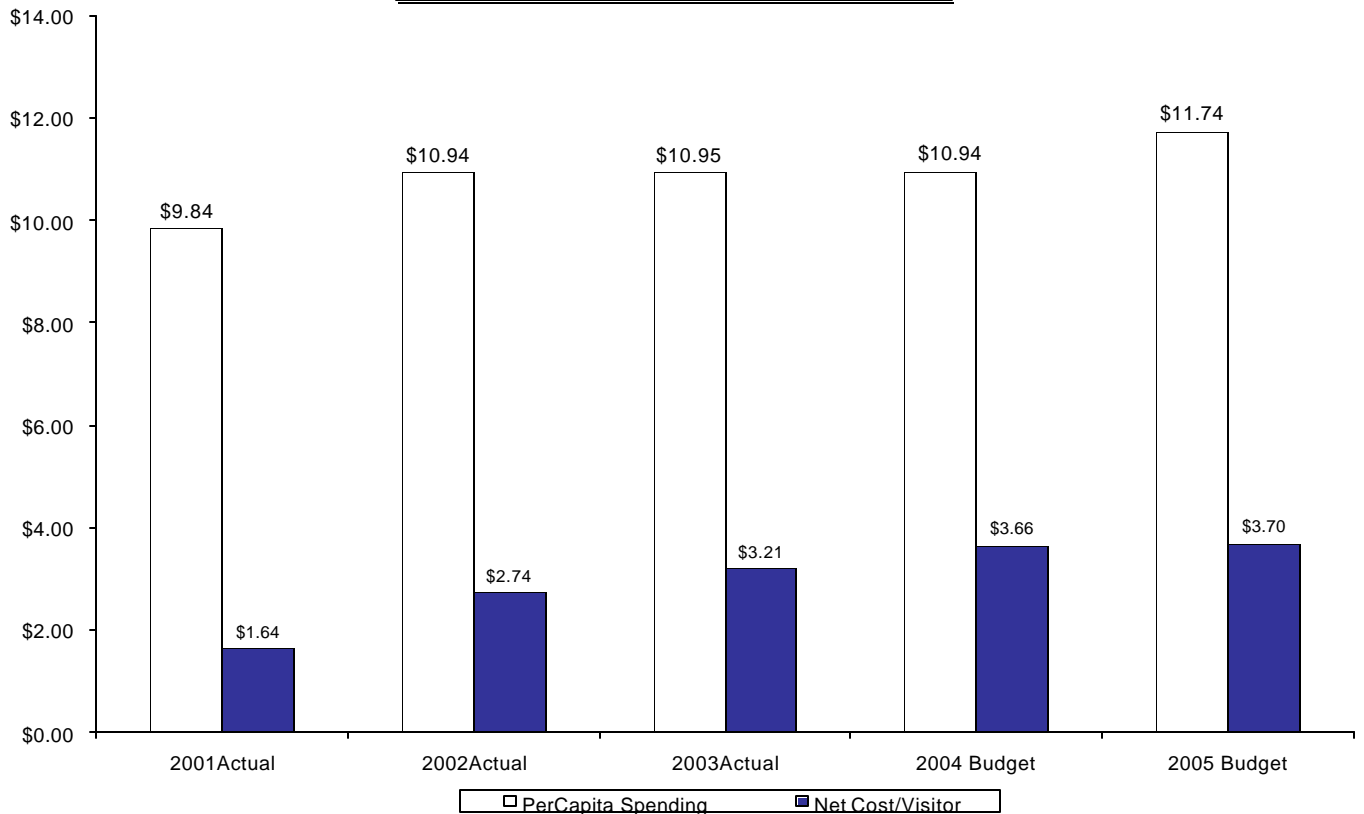
DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500

FUND: General - 0001

ACTIVITY AND STATISTICAL SUMMARY				
	2003 Budget	2003 Actual	2004 Budget	2005 Budget
<u>Attendance</u>				
Paid Adult	504,987	463,296	474,330	467,809
Paid Junior	265,095	238,909	249,002	241,236
Free	<u>579,918</u>	<u>634,772</u>	<u>626,668</u>	<u>640,955</u>
Total Attendance	1,350,000	1,336,977	1,350,000	1,350,000
<u>Activities - Revenues</u>				
Parking Sales	\$ 1,556,000	\$ 1,616,692	\$ 1,650,000	\$ 1,885,000
Admission Sales	\$ 4,471,000	\$ 3,782,019	\$ 4,620,000	\$ 4,486,000
Food Concession Sales	\$ 3,046,000	\$ 3,314,642	\$ 3,661,000	\$ 3,559,000
Gift Sales	\$ 2,252,000	\$ 1,802,370	\$ 2,267,000	\$ 2,160,000
Sea Lion Show Sales	\$ 137,000	\$ 104,844	\$ 137,000	\$ 205,000
Carousel	\$ 132,000	\$ 137,973	\$ 132,000	\$ 250,000
Train Ride Sales	\$ 525,000	\$ 531,812	\$ 510,000	\$ 610,000
Zoomobile Ride Sales	\$ 130,000	\$ 88,436	\$ 100,000	\$ 75,000

## ZOO VISITOR SPENDING AND COST PATTERNS FIVE YEAR PERFORMANCE



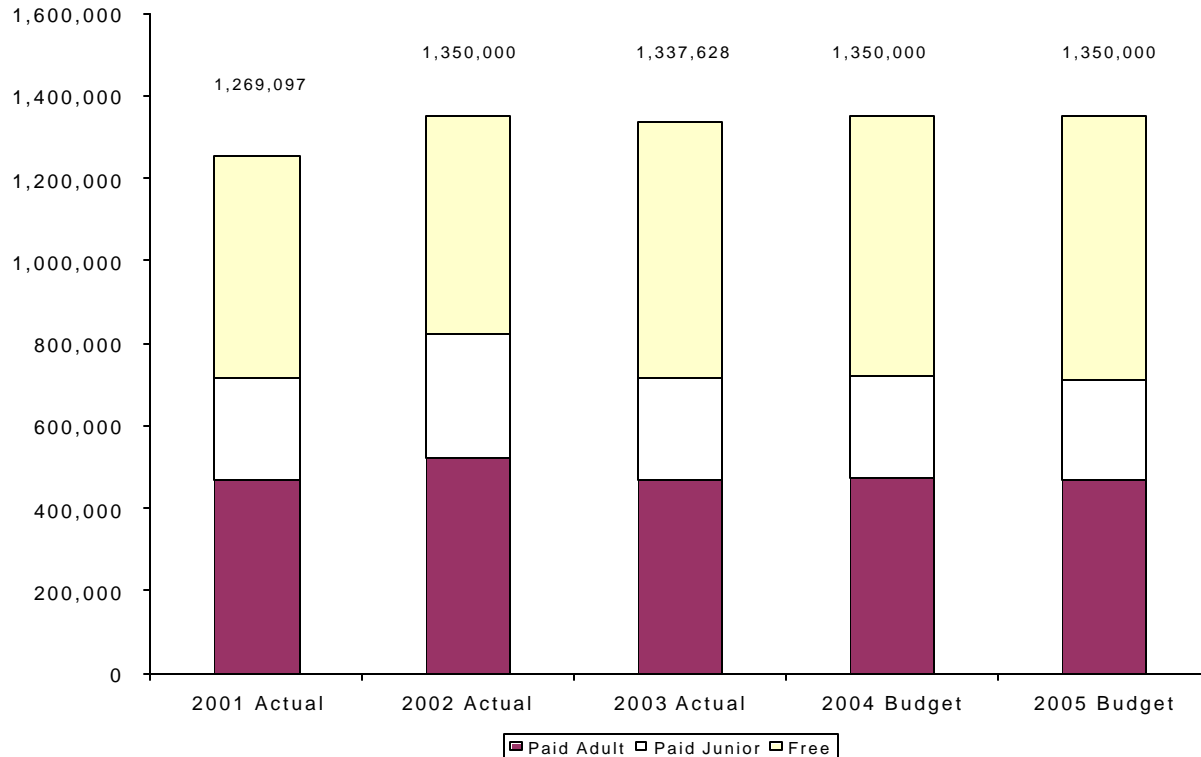
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## ADOPTED 2005 BUDGET

DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500  
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### ZOO ATTENDANCE PATTERNS FIVE YEAR PERFORMANCE



### RAILROAD EXPENDABLE TRUST ACCOUNT (Org. 0305)

The Railroad Fund exists for the purpose of recording the receipt of all revenue derived from the operation of the Zoo's miniature passenger railroad.

Expenditure	Revenue	Tax Levy
\$929,150	\$929,150	\$ 0

Total 2005 expenditures and revenues for the Railroad Fund are \$929,150 and include the following:

#### Expenditures

\$425,000 Reflects personal service charges from the Zoological Department for services provided by four Locomotive Engineers, eight Trackless Train Operators and various seasonal and other support staff.

\$257,892 Appropriation for the operation and repair of locomotives, track, ties, coaches and Zoomobiles, as well as train or coach purchases and train station improvements.

\$ 28,000 Appropriation for animal purchases.

\$218,258 Other commodities and supplies, expenses for conservation programs and grants, library operators and staff training, travel and conference expenses.

#### Revenue

\$929,150 Reflects revenue of \$685,000 from operation of the train and Zoomobile \$61,363 from miscellaneous revenue and a \$182,787 contribution from reserves.



## ADOPTED 2005 BUDGET

DEPT: ZOOLOGICAL DEPARTMENT

UNIT NO. 9500

FUND: General - 0001

### SPECIMEN EXPENDABLE TRUST ACCOUNT (Org. 0306)

The Specimen Fund exists for the purpose of recording receipts from the sale of animals. Disbursements are to be made for the purchase of animals and related expenditures such as freight and express charges on the shipment of animals.

Expenditure	Revenue	Tax Levy
\$ 59,425	\$ 59,425	\$ 0

Total 2005 expenditures and revenues for the Specimen Fund are \$59,425 and include the following:

#### Expenditures

\$ 44,425 Freight charges and travel expenses related to animal shipments.

\$ 15,000 Appropriation for animal replacement and miscellaneous commodity purchases.

#### Revenue

\$ 59,425 Revenue from animal sales and miscellaneous investment earnings.